

**Regional Public Participation Workshop
Santiago, Chile
March 10-11, 2015
Best Practices, Tools, and Approaches Manual**

In an effort to continue to assist our USG trading partners to improve public participation in their countries, EPA organized a regional workshop in Santiago, Chile, on March 10-11, 2015, that provided a platform for USG trading partners in Latin America and the Caribbean, to share successfully applied tools/techniques in engaging civil society, and to discuss how EPA trainings on public participation and the Guide have helped in environmental decision-making processes. This exchange of information provided an opportunity to discuss challenges and/or creative approaches for community engagement, especially in underserved communities, that will enhance current public participation practices in the region. In addition, participants spent a day exchanging information on conflict resolution approaches.

On day one of the workshop, participants talked about their varying tools/approaches to engaging the public on environmental matters. Below are the tools/approaches discussed by country:

Country:	Brazil
Implementing Agency/Organization:	Centro de Promoção da Saúde (Centre for Health Promotion, CEDAPS)
Background:	CEDAPS works to create networks in Rio de Janeiro's favelas, the city's poorest communities which have historically been isolated from the rest of the city. Its mission is to promote the full participation of grassroots communities in processes of development and improvement of public policies, contributing to the promotion of health and the guarantee of rights and equity.
Best Practices:	<ul style="list-style-type: none"> • CEDAPS has established a Healthy Community Network, which promotes the participation of a large number of community members, including youth, and has proven to be a strong community involvement strategy for CEDAPS. Through the Healthy Community Network, CEDAPS holds workshops using a methodological tool called "shared construction of local communities." • The methodological process starts with the diagnosis of an environmental health issue, which is determined through a process of digital mapping conducted by favela community members. These community members engage in resource risk mapping by taking pictures of problem areas in their communities. • The results of the mapping are shared with and discussed by the entire community, after which an action plan is developed to systematize a solution to address the issue identified by the diagnosis. • The "shared construction of local communities" tool allows for communities to take authorship of the actions to be undertaken. • The Healthy Community Network also encourages experience sharing among different favela communities with similar environmental health issues. • Show concrete outcomes from public participation efforts in order to convince community members to support action plans.

	<ul style="list-style-type: none"> • Importance of providing communities access to technologies that result in collective benefits, not individual benefits, in order to empower communities to tackle issues on their own. • One technology used by CEDAPS is a mapping diagnostic tool used. Workshops are held to train community members, and especially youth, to use a cell phone app which connects to a mapping server. All of the photographic input is used to create a “spoken map” of community members’ realities. The online mapping database is open source and provides a baseline for actions. • CEDAPS also employs a technique in its work called "bite of the apple," which encourages taking small incremental steps to address large problems.
Outcome/Result:	An example of a solution derived from the "shared construction of local communities" methodology is the "Recycle Action" effort in which solid residues are collected and sold by community members, with all profits returned as collective social investments. The investment decisions are made collectively. Instead of resulting in individual benefits, this action provides collective benefits for the community.
Challenges:	One of the main challenges facing the Healthy Community Network is that public policy is not changing as quickly as communities are working; in general, the government sector is not keeping pace with communities.
Presentation/Link:	http://www.cedaps.org.br/

Country:	Chile
Implementing Agency/Organization:	Ministry of Environment
Background:	The Ministry of Environment helped a small municipality establish a pilot conservation landscape program. At the same time, the municipality was responsible for writing a development plan.
Best Practices:	<ul style="list-style-type: none"> • The community generated a diagnostic which allowed for the simultaneous creation of a development plan and a conservation landscape plan with the goal of addressing sustainable development and the environment at the same time. • Approximately 700 people participated in the kick-off meeting, which represents a high rate for a small community. • The community has been collaborating with CODELCO (Chile’s state-owned copper mining company) and other private sector entities. • One of the most important lessons learned was the importance of locals taking ownership of a project.
Outcome/Result:	The municipality was the first in Chile to implement this type of conservation management model.
Challenges:	None reported
Presentation/Link:	http://portal.mma.gob.cl/

Country:	Chile
Implementing Agency/Organization:	Ministry of Environment
Background:	The Regional Committee on Environmental Education establishes a yearly action plan for environmental education in Chile.
Best Practices:	<ul style="list-style-type: none"> • The Ministry of Environment has been leading the effort for environmental education since 2002, when the first regional meeting on the topic was held. This first meeting resulted in a call from stakeholders for a regional policy on environmental education. • Through a participatory process, regional representatives designed a regional environmental education policy that defined specific areas for strategy implementation, including training and communication. • In order to carry out the policy, the Regional Committee on Environmental Education was established in 2006. • Neither the Ministry of Environment nor the Regional Committee has any resources to commit to the process; instead, each member contributes whatever he or she can. Despite the lack of resources, the committee has been successful because of the strong network it has created. • The goal of the committee is to provide tools to both formal and informal educators in civil society through workshops and other activities.
Outcome/Result:	Since 2006, the multi-sector and multi-disciplinary committee has established a yearly action plan.
Challenges:	Limited resources pose a challenge to the committee.
Presentation/Link:	http://portal.mma.gob.cl/

Country:	Colombia
Implementing Agency/Organization:	Corporación Autónoma Regional de Risaralda (CARDER)
Background:	The Corporación Autónoma Regional de Risaralda (CARDER) is the primary environmental authority in the Department of Risaralda and is responsible for executing the policies, plans, and national programs set out by Colombia's Plan Nacional de Desarrollo (National Development Plan) and Plan Nacional de Inversiones (National Investment Plan).
Best Practices:	<ul style="list-style-type: none"> • The CARDER administers municipal <i>Mesas Ambientales</i> (Environmental Tables) throughout the department. The goal of the Environmental Tables is to provide a space for public participation, dialogue, reflection, and expression of environmental problems and inefficiencies. The Tables are responsible for developing annual action plans to address and prioritize identified problems and inefficiencies, including the Plan de Gestión Ambiental Regional (Regional Environmental Management Plan). • The Tables have effectively provided a space for facilitating the communication of civil society concerns and have gained a reputation internationally as a democratic participation tool. • The CARDER encourages the participation of community leaders, teachers, and both the public and private sector in the Environmental Tables.

	<ul style="list-style-type: none"> • Most of the time during an Environmental Table meeting is dedicated to a plenary session, which involves the direct participation of all citizens in the municipality. During the plenary session, the results of the previous year's action plan are discussed and the concerns and suggestions of the public are heard. These concerns and suggestions are then incorporated into a new action plan by the Environmental Table Director. Environmental Table participants are also encouraged to send in their concerns and suggestions ahead of the meeting through the CARDER website. • All action plans are posted on the CARDER website, which promotes a sense of transparency. • The annual action plans approved by the Environmental Tables are subject to a strict follow up process. Corporations are incentivized to comply with their commitments because lack of compliance will lead to community distrust and disempowerment. If a corporation is not able to comply with a commitment for some reason, the CARDER works with that corporation to remedy the situation. • Experience has shown that corporations who make commitments through the action plans tend to comply with their commitments, which strengthens the sense of community cooperation fostered by the Environmental Tables. Each Table has two representatives from the private sector to ensure interaction between the community and corporations.
Outcome/Result:	Environmental Tables have successfully brought corporations closer to communities. In addition, the idea of the Environmental Table as a decentralized incorporation tool has been implemented at the national and now international level (e.g., to address forest management issues in the European Union).
Challenges:	It is not easy to establish environmental awareness in communities. However, the CARDER has shown that large financial investments are not necessary to create this type of awareness.
Presentation/Link:	http://www.carder.gov.co/ (I have the actual video file)

Country:	Costa Rica
Implementing Agency/Organization:	Centro de Derecho Ambiental y de los Recursos Naturales (Center for Environmental Law and Natural Resources, CEDARENA)
Background:	The mission of CEDARENA is to generate change in environmental policy in Costa Rica and promote integrated, participative environmental management to forge an equal and inclusive society and a healthy environment. CEDARENA is responsible for efforts to promote a new water law to replace Costa Rica's current water legislation which dates back to 1942 and is based on outdated principles of centralized management.
Best Practices:	<ul style="list-style-type: none"> • In order to push for a new water law in Costa Rica based on input from the public, CEDARENA, as part of the National Alliance for Water Defense (ANDA), utilized a relatively new popular initiative law.

	<ul style="list-style-type: none"> • ANDA engaged in a public education campaign and gathered 150,000 signatures for the new water law which were presented to Congress in 2009.
Outcome/Result:	Despite the difficulties experienced in passing the new water law in 2014, through this process the environmental sector in Costa Rica has become a pioneer in the use of the popular initiative law.
Challenges:	CEDARENA faces a lack of resources to educate the public about the new water law. In addition, Costa Rica's popular initiative law is a new mechanism and there are very few implementation experiences to inform current and future use of the law.
Presentation/Link:	http://www.cedarena.org/Presenter Materials\Cedarena_Iniciativa Popular y participación.pptx

Country:	Costa Rica
Implementing Agency/Organization:	Ministry of Environment and Energy
Background:	In order to encourage the formalization of public participation mechanisms, Costa Rica joined the Open Government Partnership in 2012.
Best Practices:	<ul style="list-style-type: none"> • Like other Latin American countries, Costa Rica is just beginning to implement public participation and there are many gray areas and gaps regarding how public participation should be implemented. • There are many involved in using public participation to tackle Costa Rica's two main environmental problems: lack of water resources and energy. • The Ministry of Environment and Energy has facilitated forums on these topics with stakeholders, including electric utilities and communities. This has been a difficult task because of the large number of stakeholders involved as well as because of the technical language.
Outcome/Result:	The public participation process has taken a long time but many agreements have been developed around the country.
Challenges:	None reported
Presentation/Link:	http://www.minae.go.cr/

Country:	Dominican Republic
Implementing Agency/Organization:	Alianza ONG
Background:	Alianza ONG is a network of 16 different non-profit organizations founded in 1995 whose goal is to promote non-profit associations and their contributions to and role within civil society, provide coordination between the public and private sectors in order to agree on common initiatives, and execute joint projects.
Best Practices:	Alianza ONG recognizes that not all citizens have access to technology (e.g., computers, internet); for this reason, Alianza ONG provides information regarding its projects on printed brochures as well as on its website. In addition, radio spots are used to promote projects.

Outcome/Result:	As a result of its efforts to promote the protection of natural resources, the number of environmental complaints received in 2013 jumped to over 300 compared to 12 in 2012.
Challenges:	None reported
Presentation/Link:	http://www.alianzaong.org.do/Presenter Materials\comercial de radio alinza ONG version emisora mas corto.mp3

Country:	El Salvador
Implementing Agency/Organization:	Partners for Democratic Change (Transformando Conflictos - Partners El Salvador)
Background:	Partners for Democratic Change is an NGO which aims to improve public participation and environmental decision-making at a cross-sectional level.
Best Practices:	<ul style="list-style-type: none"> • Partners for Democratic Change focuses on changing the attitudes of community members toward public participation. • One tool the NGO uses to achieve this attitude change is the “15 percent solution,” in which community members are asked to consider which part of a given problem he or she is capable of tackling without any additional resources or authority. • It is crucial that the community believes it can take a specific action so that it actually does so. • When this tool is used, project participants are first asked to answer the “15 percent solution” question individually, after which they discuss their answers in groups of two or four. Participants are then asked to think critically about their responses. • The organization developed an animated video called “Transformation of Conflict,” which is the first in a series of videos intended to be an educational tool.
Outcome/Result:	The 15 percent solution tool has successfully helped to empower individuals and communities by helping people believe they can enact change as well as encouraging communities to tackle problems as a unified entity. It
Challenges:	There are many difficulties surrounding public participation in El Salvador, often due to mistrust of public authorities.
Presentation/Link:	http://www.transformandoconflictos.org/ https://www.youtube.com/watch?v=BShWW9xJgFU

Country:	Guatemala
Implementing Agency/Organization:	Dr. T.S. Harvey; University of California, Riverside
Background:	Through his work at University of California, Riverside, Dr. T.S. Harvey has collaborated with community members to improve the environmental health of the contaminated Laguna Chichoj in Guatemala.
Best Practices:	<ul style="list-style-type: none"> • Dr. Harvey and his team began their work by trying to understand what the community thought about contamination and the environment.

	<p>Communication was difficult because two different Mayan languages are spoken in the community.</p> <ul style="list-style-type: none"> • During the educational phase of the project, Dr. Harvey’s team educated the community on the dangers of water contamination and the community educated Dr. Harvey’s team on the importance of the lake and their understanding about contamination. Public participation-based projects are more effective when the community is educated on the topic at hand. • Dr. Harvey and his team helped the community develop a solid waste management program by bringing in experts from around Guatemala who had dealt with this issue elsewhere and who were able to speak to the Mayan community members in their own language during knowledge exchange events. These experts taught the community members to build containers for trash separation which has helped to reduce contamination. • As part of the project, an educational “day of the environment” was held to bring together different societal sectors, with almost 1,000 people participating. It is important to look for opportunities for people to participate where they are in order to reduce the need for transportation or for community members to take leave from work. • In addition to solid waste management, the project aimed to find a solution to the contaminated fish issue in the community. Dr. Harvey’s team collaborated with a Guatemalan university to educate both fisherman and other community members on the dangers of consuming contaminated fish.
Outcome/Result:	The project successfully reduced the risk of disease in the Laguna Chichoj community through the implementation of local solutions.
Challenges:	The multiple languages spoken in the community posed a challenge to the project, as did the community’s initial lack of education regarding the dangers of consuming contaminated water and fish.
Presentation/Link:	Presenter Materials\Guatemala Presentation.pptx

Country:	Honduras
Implementing Agency/Organization:	Eso-Esfera, local NGO
Background:	<ul style="list-style-type: none"> • Ms. Guerra Padilla discussed her work with the NGO Eco-Esfera in Honduras. • Ms. Guerra Padilla stressed the importance of working with different societal sectors (academia, communities, private sector, etc.) and establishing cross-sectional communication plans.
Best Practices:	<ul style="list-style-type: none"> • Identify and work with key stakeholders in the community, including the private sector, to increase awareness of environmental law enforcement. • Develop, when possible/appropriate, realistic baseline for the projects.

Outcome/Result:	<ul style="list-style-type: none"> • Developed and implemented environmental education plan in the municipality, El Paraiso. • Established public-private partnership established for better environmental cooperate responsibility. • Increased community knowledge of the municipality environmental policy
Challenges:	None reported
Presentation/Link:	

Country:	Nicaragua
Implementing Agency/Organization:	Paso Pacífico
Background:	Paso Pacifico's mission is to restore and conserve the natural ecosystems of Central America's Pacific slope by collaborating with landowners, local communities and involved organizations to promote ecosystem conservation.
Best Practices:	<ul style="list-style-type: none"> • Paso Pacifico conducts conflict resolution for protected areas as well as for specific natural resources. As part of this work, Paso Pacifico helps develop action plans at both the local level and the national level. • Paso Pacifico uses various public participation tools to move its projects from planning to action. One example is a tool implemented with the help of United States Environmental Protection Agency (EPA) funding called "Community Action Maps." This tool is similar to the mapping tool used by CEDAPS. • Interested parties in a community are asked to define a problem area, which is then mapped with different colors according to pollution levels. The tool was first used to map waste but is now being used to map other types of pollution. • Once a map has been created, the community develops and agrees to an action plan to improve pollution management. • The tool is easy to replicate and empowers communities to define environmental priorities. • Paso Pacifico has also developed a "Junior Ranger Program," which involves a six month training program for youth community members on protecting biodiversity and learning how to use the mapping tool. Parents are also involved in the program, which encourages sustainability of the program.
Outcome/Result:	<ul style="list-style-type: none"> • Increased solid waste management awareness and involvement in urban and rural communities. • Increased youth knowledge on solid waste management and its environmental impacts • Increased community knowledge on water sanitation and public participation as a tool to create change.

Challenges:	None reported
Presentation/Link:	http://www.pasopacifico.org/

Country:	Peru
Implementing Agency/Organization:	Asociación para la Investigación y el Desarrollo Integral (Center for Comprehensive Research and Development, AIDER)
Background:	AIDER's mission is to contribute to the betterment of the quality of life of Peru's rural population, in harmony with environmental conservation through sustainable proposals that promotes applied research, political action, and the use of local knowledge, establishing inter-institutional synergies.
Best Practices:	<ul style="list-style-type: none"> • AIDER has developed a social and technical tool to foster participative processes in forestry services. This tool encompasses various processes related to four main components: analysis and reflection, collective mobilization, evaluation, and correction. All decisions made during the planning processes were vetted through the communal assembly. • The tool has been especially important in low-income indigenous communities that rely on natural resources. • The tool has been used in the indigenous community of Calleria in the Peruvian Amazon, which developed a zoning plan over the course of five years in order to establish special management areas for forest and water resources. • The Calleria zoning plan was created using the AIDER public participation tool. • The tool has been replicated in 11 different communities. • AIDER emphasizes the need for clear and transparent communication in the community's language. For this reason, AIDER has indigenous technicians on each of its professional teams. • AIDER stresses the importance of identifying community leaders and allying with them.
Outcome/Result:	The AIDER public participation tool has been successfully replicated various times to help communities deal with their unique natural resource issues.
Challenges:	Language barriers pose challenges.
Presentation/Link:	http://www.aider.com.pe/Presenter Materials\MFC-PERU 1.pptx

On day two of the workshop, participants talked about their experiences with vulnerable and indigenous communities and best practices for an effective engagement. Below are the best practices discussed by country:

Country:	Chile
Implementing Agency/Organization:	Ministry of Environment
Background:	
Best Practices:	<ul style="list-style-type: none"> • The Ministry of Environment became involved in an environmental conflict in a small community near the city of La Serena in northern Chile. • The low-income community relies on tourism and fishing but is also resource rich. • Several years ago a geothermal power project slated to be built in the area was canceled after an international campaign led by Oceana. Although the outcome was beneficial for the community, there was a sense that political institutions did not work properly throughout the process and that the public was not properly consulted.
Outcome/Result:	Since this incident, social conflict continues to surround proposed development projects in the community.
Presentation/Link:	http://portal.mma.gob.cl/

Country:	Chile
Implementing Agency/Organization:	
Background:	
Best Practices:	<ul style="list-style-type: none"> • Mr. Carlos Olivares discussed the social conflict surrounding the company Agrosuper in Chile. The company started a farming operation in 2010 and the neighboring community complained because of odors and other issues that were not taken into account in the Environmental Impact Statement (EIS) despite a public participation effort before operations began. Because there was political pressure and a need for employment opportunities, the project was approved despite known issues with the operation. • Today, the operation is closed but the conflict is still latent. • The conflict could have been prevented if a more robust public participation process had been implemented.
Outcome/Result:	None report?
Presentation/Link:	Not available

Country:	Dominican Republic
Implementing Agency/Organization:	Ministry of Environment and Natural Resources
Background:	The Dominican Republic has recently passed a public participation law.

Best Practices:	<ul style="list-style-type: none"> • The Dominican Republic faces three major environmental issues: communication infrastructure (i.e., antennas), fuel stations, and mining projects. • The ministry became involved in a social conflict surrounding a mining project owned by Barrick Gold. The issue with the project is not just the mining itself, but the entirety of the operation which spans a large area because of power lines associated with the project. • Although there was a public participation effort before the project began, a group of professionals, scientists, and academics rallied against the project and mobilized the community to oppose the project as well. • Technical specialists were brought in to perform an analysis and concluded that the project's power grid did not affect the community or the surrounding vegetation or wildlife. • The opposition group insisted that the company pay the community annually for allowing the electrical towers to stay in place. • The ministry has also used international mediator, such as the United Nations Environment Programme (UNEP) in cases where a situation has grown beyond the control of a national government.
Outcome/Result:	The ministry was eventually able to facilitate an agreement between the company and the community whereby the company agreed to improve certain conditions in the community.
Presentation/Link:	http://www.ambiente.gob.do/Paginas/Inicio.aspx

Country:	El Salvador
Implementing Agency/Organization:	Ministry of Environment and Natural Resources
Background:	There is constant tension between corporations and communities in El Salvador, and the resources provided to the Ministry of Environment and Natural Resources are not sufficient to address the volume of claims. The ministry is doing its best to fulfill its obligations to protect the environment and positively impact investment in the country.
Best Practices:	The ministry, through EPA funding, will be launching an online portal where companies can apply for environmental permits. The process will be automated and the public will be able to see why permits were granted or denied. The portal will help to clarify the rules and parameters of permitting and increase transparency, which will benefit the ministry's open dialogue with both investors and citizens.
Outcome/Result:	None reported
Presentation/Link:	http://www.marn.gob.sv/

Country:	Guatemala
Implementing Agency/Organization:	Ministry of Environment and Natural Resources

Background:	Guatemala is facing several challenges with regard to climate change. The Ministry of Environment and Natural Resources has taken the stance that mitigation and adaptation measures must be taken to combat climate change.
Best Practices:	<ul style="list-style-type: none"> • The ministry is obligated to educate the citizens of Guatemala on climate change, per the country's climate change law. The ministry faces many challenges in raising awareness of climate change, including the difficulty of pleasing both public and private institutions. To this end, the ministry has developed a strategy to create a multi-cultural educational environment. • Formal and informal education programs have been initiated, including workshops at elementary and secondary schools. The Ministry of Environment and Natural Resources provides the topics to be covered in each workshop and the Ministry of Education designs the curriculum. • Informal educational programs target community leaders, professionals, and youth. Program participants are asked to consider what role they play in protecting the environment and to design a project in their community to solve an environmental problem. • The goal of these programs is to sensitize the population, and especially youth, to social participation in order to develop a culture of participation in the future.
Outcome/Result:	None reported
Presentation/Link:	http://www.marn.gob.gt/

Country:	Honduras
Implementing Agency/Organization:	Ministry of Environment and Natural Resources
Background:	The area of trade and environment has recently become a niche for participation and a focus for the Ministry of Environment and Natural Resources in Honduras.
Best Practices:	<ul style="list-style-type: none"> • The ministry intervened in the town of Omoa, where the Mexican company Gas del Caribe stores and distributes liquefied petroleum gas (LPG). The company's operation is located in the middle of a community and the community considered the company to be a security risk. In particular, the community felt that the company did not have sufficient plans in place to address a fire or earthquake. • The conflict surrounding the company's practices went unaddressed for years. When the issue reached the ministry, an advisory committee was established. Experts from academia and professional organizations in civil engineering, forestry, economics, and other relevant areas were consulted. • The committee helped the community identify and prioritize solutions to their issues with the company through a process of public participation.
Outcome/Result:	The end result was a list of approximately 44 needs identified by the community. Because the company was included in the process, it agreed to

	implement all of the identified measures and monitor each measure taken. This case demonstrates the benefits of collaboration among government, communities, and the private sector.
Presentation/Link:	http://www.serna.gob.hn/

Country:	Nicaragua
Implementing Agency/Organization:	Ministry of Environment and Natural Resources
Background:	Over the past eight years, public participation in the governance of natural resources has become a priority for the government of Nicaragua.
Best Practices:	<ul style="list-style-type: none"> • The Ministry of Environment and Natural Resources is constrained in its public participation work by a lack of resources. Because of budget limitations, the ministry is not able to be present in as many areas of the country as it would like to be. • Public participation must be directly linked to the EIS process.
Outcome/Result:	None reported
Presentation/Link:	http://www.marena.gob.ni/

Country:	Peru
Implementing Agency/Organization:	Ministry of Environment
Background:	
Best Practices:	<ul style="list-style-type: none"> • Ms. Patino Rabines discussed her work in the environmental education department of Peru's Ministry of Environment. She echoed Ms. Diaz's comments, noting that while everyone supports environmental education, there is a lack of resources allocated toward this effort. • Public participation is just starting to take off in Peru. In 2014, 139 out of 210 social conflicts in Peru were related to environmental concerns.
Outcome/Result:	None report?
Presentation/Link:	Not available

Country:	United States
Implementing Agency/Organization:	Environmental Protection Agency
Background:	The Conflict Prevention and Resolution Center (CPRC) is the EPA's primary resource for services and expertise in the areas of consensus-building, collaborative problem solving, alternative dispute resolution, and environmental conflict resolution
Best Practices:	<ul style="list-style-type: none"> • The EPA has Regional judicial officers in each of its offices who serve on conflict resolution cases under the Administrative Dispute Resolution Act. All Regional judicial officer and environmental appeals court judges are neutral EPA employees. However, if a party in the case does not feel

	<p>comfortable with this situation, the EPA has a conflict resolution contract through which it can obtain third party facilitators.</p> <ul style="list-style-type: none"> • EPA uses interest based negotiation as a tool, which allows entities in conflict to find optimal solutions by focusing on interests and not positions. • EPA also utilizes various communication skills, strategies for preventing conflict escalation, and tools for intervening when negative behaviors occur during negotiation.
Outcome/Result:	None reported
Presentation/Link:	http://www.epa.gov/adr/Presenter Materials\Chile J Siegel 2015 March 3.pptx